

Washington, D.C. 20505

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Executive Registry
77-2435/2

awards #6  
31 Oct 77

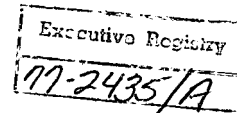
Mr Taylor -  
Just signed  
the attached much  
deserved recognition  
of your contributions  
Congratulations -  
good luck - hope we  
bring home the bacon  
JH

(EXECUTIVE REGISTRY FILE Award #6)

The Director  
Central Intelligence Agency



Washington, D. C. 20505



7 November 1977

Ms. Barbara Guyon, Chairperson  
The Arthur S. Flemming Awards Program  
Suite 800, 1225 Connecticut Avenue, N. W.  
Washington, D. C. 20036

Dear Ms. Guyon:

It is with a great deal of pleasure that I nominate  
Mr. James H. Taylor for the 1977 Arthur S. Flemming Awards.

Mr. Taylor is one of the truly outstanding young executives in the Government today, and we are fortunate to have him as the Comptroller of the Central Intelligence Agency. He came to this organization with a remarkably broad spectrum of experience on Capitol Hill, in the Department of State and with the Office of Management and Budget. Through his innovation and leadership, Mr. Taylor has developed the Agency's resource management process into a simple, dynamic and effective program which has received praise from OMB and the Congress. While doing this, he has also played a significant role in almost all aspects of the Intelligence Community reorganization which will have important and far-reaching impact throughout the Federal Government.

I believe that the record of achievement which Mr. Taylor has established makes him particularly deserving of the recognition which accompanies the Arthur S. Flemming Awards, and it is with enthusiasm that I place his name in nomination.

Yours sincerely,

STANSFIELD TURNER

Enclosures

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# ARTHUR S FLEMMING AWARDS

## NOMINATION FORM

Approved For Release 2003/12/10 : CIA-RDP80M00165A000400060001-4

PLEASE SUBMIT 15 COPIES ON 8"x10½" 3-HOLE PUNCHED PAPER

Full name of Nominee: James Harlan Taylor

Date of Birth: November 12, 1938

Present Home Address:

Award to be considered for:

☒ Administrative Category

☐ Scientific Category

Please check only one Category

Telephone: Home

Business

STAT

Employing Agency or Department: Central Intelligence Agency

Address: Washington, D.C. 20505

Title of Present Position: Comptroller

Education (Institution, Degrees and Dates): Occidental College - BA - 1960;

Resident requirements for Masters Degree at American University - 1962.

When a nominee is selected as an honoree, the Arthur S Flemming Awards Commission needs a citation of his or her accomplishment(s) for immediate publication. We therefore ask that a citation of approximately 150 words be provided below. Example: "For his outstanding achievement as a research scientist. . . For her exceptional dedication and leadership in implementing. . ."

For his outstanding and major contributions to the management of the Central Intelligence Agency and his significant role in the planning of the reorganization of the Intelligence Community, Mr. Taylor is nominated for this award. Of signal value, Mr. Taylor has been instrumental in designing and implementing a budget and management process to make the most effective use of shrinking resources -- a system which demanded the highest degree of accountability, credibility and integrity while guaranteeing the quality of flexibility and responsiveness necessary to cope with the critical and disparate demands of the Nation's policymakers, meet the challenges of its enemies, satisfy its critics, and reassure its friends. Mr. Taylor's dynamic leadership, his uncompromising integrity, his professional, technical, and personal standards of excellence have been a major factor in overcoming the eristic relations which prevailed with Congressional and Executive oversight authorities. A good end requires a good beginning. Mr. Taylor's composite performance from the outset of his career in the service of his country provides a trail of consistent and cumulative excellence -- a consummate professional.

**Nominations must be submitted by and have the approval of the Secretary of the Department or equivalent of the agency concerned.**

I attest to all facts contained on this Nomination Form and give permission for the facts to be used for publication.

NOV 1977

Date

/s/ Stansfield Turner

Nomination Deadline NOVEMBER 11, 1977

Return to:

SIGNATURE

Barbara Guyon, Chairperson

STANSFIELD TURNER

Arthur S Flemming Awards Program

Please type name

Suite 800

Director

1225 Connecticut Avenue, NW

Title

Washington, DC 20036

Central Intelligence Agency  
Agency or Department

Approved For Release 2003/12/10 : CIA-RDP80M00165A000400060001-4

FEDERAL EMPLOYMENT HISTORY

In 1962 Mr. Taylor began his Government career at the hub of the Federal process — Capitol Hill. His first-hand experience of the legislative function in the Office of Congressman Corman served him well in future assignments. (1 year)

In 1963 Mr. Taylor added still another important dimension to his catalog of experience by joining the State Department as a Foreign Service Officer. His appetite for resource management was whetted by his participation in the project development of an experimental resource/programming system for use in U.S. Embassies overseas. After a short time as Special Assistant to the Assistant Secretary for Latin America Affairs, Mr. Taylor was assigned to help install an experimental country programming system in our Embassy in Caracas, Venezuela. He served in the Embassy's political section until 1967 when he left the Foreign Service. (4 years)

In 1967 Mr. Taylor joined the Office of Management and Budget as Assistant Budget Examiner for the Office of Economic Opportunity (EEO). One year later he became the Budget Examiner for EEO. In January 1970 he assumed his duties as the Budget Examiner for CIA. His responsibilities at OMB involved preparation of budgetary, organizational, legislative, and other recommendations for Director of OMB's approval and submission to the President. (4+ years)

In March 1973, when the CIA was being reorganized under James Schlesinger, Mr. Taylor was recruited as Deputy Director of Planning, Programming, and Budgeting (the predecessor to the Office of the Comptroller). Mr. Taylor's previous experience as a Foreign Service Officer and as the Office of Management and Budget's CIA Budget Examiner coupled with his budgetary expertise made him the prime candidate to begin the streamlining of the resource management process required to support the Agency as its diverse activities, both past and present, came under increasing public scrutiny.

As Deputy Director of Planning, Programming, and Budgeting, Mr. Taylor quickly assumed the major responsibility for all aspects of Agency resource management. New to CIA and 34 years old, he supervised a staff (32 people) of experienced Agency intelligence officers and began the process of revitalizing the program/budget process. His major responsibilities included producing the Agency's OMB and Congressional Budgets, preparing the Director for a growing number of Congressional briefings, monitoring the execution of the approved program and providing staff support to top Agency officials on a variety of management and substantive issues. (3+ years)

FEDERAL EMPLOYMENT HISTORY (Continued)

In July 1976 under Director George Bush, during more reorganization and burgeoning interest in the Agency by Congress and the press, Mr. Taylor was selected to become the Agency's Comptroller. The Office of the Comptroller was expanded to include staffs performing the Agency's requirements/evaluation function and monitoring selected special technical collection projects (a total of 66 people). Mr. Taylor was given the specific charge of merging the requirements and resources processes to ensure that scarce funds were used for those specific collection requirements identified by the Agency's producers of intelligence. A major responsibility during this period was responding to ever-increasing requests for resource information from newly formed Congressional oversight committees as well as on-site House Appropriations Surveys and Investigations Teams.

Over and above traditional comptroller functions, Mr. Taylor became the senior staff advisor to the Deputy Director of Central Intelligence on all aspects of Agency management. He was also selected to serve as the Vice Chairman and Secretary to the Executive Advisory Group -- the Agency's senior management body -- with responsibility for establishing goals, defining issues for consideration and ensuring follow-up action with the broader goal of forging an effective, integrated Agency-wide management process. A majority of his time during this period was spent supporting Director Bush on the Intelligence Community reorganization issue. Admiral Turner continues to use Mr. Taylor's insight and expertise in the current reorganization deliberations. (1+ years)

PROFESSIONAL ACHIEVEMENT

Office of Management and Budget

Mr. Taylor participated in the 1971 Schlesinger Study of the Intelligence Community. He also was co-author of Commercial and Economic Representation Abroad, a study which dealt with fostering overseas exports and investments.

Central Intelligence Agency

Mr. Taylor is one of the truly outstanding young executives in the Government. His innate intelligence, good judgment, and incisiveness have made him a consummate Comptroller. Some of his achievements in specific areas include:

Oversight Responsibilities

Mr. Taylor had the major responsibility for analyzing the impact on the Agency of the Rockefeller Commission Report recommendations. He was the principal author of the Agency's response to the Commission.

Mr. Taylor was Comptroller as Congressional interest in Agency activities sharply increased. The House Appropriations Committee independently and using Teams from the House Surveys and Investigations Staff aggressively investigated all aspects of the Agency's activities. The newly formed Senate and House Select Committees on Intelligence, further sensitized by allegations in the press, similarly produced intensive and aggressive inquiries into all major aspects of the CIA. Mr. Taylor and, as a consequence, his staff established a relationship with the various groups of openness, honesty, and a willingness to cooperate to the fullest extent possible. His personal interest in the Agency's posture during its most comprehensive review by outsiders has served the Government well as the hostility diminishes and we continue to fulfill missions and functions of our charter.

Resource Management

Accomplishments in the resource management area can be succinctly, but forcibly illustrated. During Mr. Taylor's tenure as Comptroller, the Agency has received repeated unsolicited praise from OMB and Congress on the quality of its budget submissions. The 1976

PROFESSIONAL ACHIEVEMENT (Continued)

Congressional Budget was held as a model for other Intelligence Community agencies. The Agency's 1979 OMB Submission, our initial Zero-base Budgeting effort, has been judged as one of the best in Government. Only by having an efficient, effective internal process could the Agency satisfy its external requirements so well. Internally, by instituting the "resource package" concept (which made the transition to ZBB-type data far easier) and involving senior program managers in resource decisions, Mr. Taylor has made the Agency's resource management process simple, dynamic, and effective.

Intelligence Community Reorganization

Mr. Taylor has played a significant role in almost all aspects of Intelligence Community reorganization. In 1975, before the idea of reorganization was that prevalent, Mr. Taylor chaired a small group within CIA which authored American Intelligence: A Framework for the Future. Commonly called the "Taylor Report," this study was widely circulated within Government and served as a basis for subsequent discussion of the subject. He served on an interagency study group on reorganization in 1976 and has been a principal advisor to two DCI's on the subject.

Internal Agency Management

As previously stated, Mr. Taylor's insight and judgment on both resource and substantive management issues have been employed by top Agency management. A specific contribution which should be mentioned, however, is his work on the Executive Advisory Group. He played a major role in revitalizing that body to focus on the most pressing management issues facing the Agency and helped institute order and, most importantly, follow-up and implementation of agreed upon decisions.



COMMUNITY INVOLVEMENT

Mr. Taylor is a member of a group of individuals who bought and renovated a section of old homes on Capitol Hill. Formerly a depressed area, it is now an attractive, well-kept neighborhood. Mr. Taylor did the majority of the very time-consuming renovation work on one house personally and worked with others in the overall planning for the neighborhood.

GOVERNMENT AWARDS

Mr. Taylor received a letter of appreciation from President Nixon for his participation in the Schlesinger Study of the Intelligence Community.

He also received a commendation from CIA Director George Bush for his contributions to Intelligence Community reorganization studies.



## THE ARTHUR S FLEMMING AWARDS PROGRAM

Sponsored by the Downtown Jaycees of Washington, DC  
Suite 800, 1225 Connecticut Avenue, NW, Washington, DC 20036 (202) 296-8300

September 23, 1977

Executive Registry

77-2435

Barbara Guyon  
Chairperson

Commission  
Alton E Bell III  
Richard P Brengel  
Bernadette A Budde  
Earl A Eklund  
Charles Krautler  
Evelyn Ann Sincavage  
Peter J Williams

Honorable Stansfield Turner  
Director  
Central Intelligence Agency  
Washington, D.C. 20505

Dear Mr. Turner:

The Downtown Jaycees are pleased to announce that the 30th Annual Arthur S. Flemming Awards Program honoring ten outstanding young men and women in the Federal Government is now underway. At this time, you are cordially invited to nominate one or more persons from your organization to be considered this year.

Enclosed is a copy of the nomination form to acquaint you with the eligibility requirements, judging criteria and other information. The deadline for nominations is Friday, November 11, 1977. The awards will be presented at a program to be held in Washington, D.C., on March 16, 1978. Copies of the nomination form have been forwarded under separate cover to the Incentive Awards Administrator of your organization.

The Arthur S. Flemming Awards Commission sincerely appreciates your past interest in this program and we thank you for your support in 1977.

Sincerely,

*Barbara Guyon*  
Barbara Guyon  
Chairperson

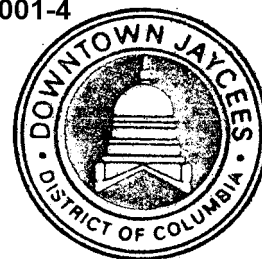
Enclosure

(EXECUTIVE REGISTRY FILE)

*Award #6*



THIRTIETH ANNUAL  
ARTHUR S FLEMMING  
AWARDS PROGRAM



Presented By

THE DOWNTOWN JAYCEES OF WASHINGTON DC

To Honor Outstanding Young Men and Women in the Federal Government

The Arthur S Flemming Commission and the Downtown Jaycees of Washington, DC announce the Thirtieth Annual Arthur S Flemming Awards Program honoring outstanding young men and women in the Federal Government of 1977.

PURPOSE OF THE  
ARTHUR S FLEMMING AWARDS PROGRAM

The purpose of honoring outstanding individuals in the Federal Government each year is fourfold: (1) to recognize those who have performed outstanding and meritorious work for the Federal Government; (2) to attract outstanding persons in the Federal Government; (3) to encourage high standards of performance in the Federal service; and (4) to enhance appreciation of our form of government and the opportunities and responsibilities that it presents.

The United States Civil Service Commission has enthusiastically supported and assisted the Commission and the Jaycees in the furtherance of this Program.

ELIGIBILITY OF NOMINEES

Any male or female career Federal employee of the Executive Branch of the United States Government or member of the uniformed services who will not reach his or her fortieth birthday before January 1, 1978 and who has or will have a total of 36 months of government service by December 31, 1977, is eligible for nomination in the Arthur S Flemming Awards Program. Similar employees of the Library of Congress, the General Accounting Office, Office of the Architect of the Capitol, the Government Printing Office, the Administrative Office of the US Courts and the Botanic Gardens are also eligible. A nominee may be an officer or employee in the department or field service throughout the world. Awards will be made principally for outstanding and meritorious achievements having current impact on Federal programs or operations.

BASIS OF NOMINATION

A nomination may be submitted in only one category, ie "Administrative" or "Scientific," not both, although duties may overlap both areas. Administrative nominees should have demonstrated exceptional ability in administration in any field, such as personnel, labor or law. Scientific nominees should have demonstrated exceptional ability and performance in their field either by carrying out research, by applying technical skills, or by active administration and participation in projects under their supervision. In both categories, a nominee also should have participated in community activities for the enhancement of the community at large.

DEPARTMENT OR AGENCY ACTION

Each department or agency may submit an unlimited number of nominations. For the purpose of this Program, the Military Departments of the Department of Defense, and the Office of the Secretary of Defense, will be considered as separate departments.

UNCLASSIFIED CONFIDENTIAL SECRET

# EXECUTIVE SECRETARIAT

## Routing Slip

TO:		ACTION	INFO	DATE	INITIAL
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9	GC				
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11	IG				
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16	Asst/DCI				
17	AO/DCI				
18	C/IPS				
19	DCI/SS				
20	D/EE0				
21					
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SUSPENSE		Date			

Remarks:

For appropriate action

STAT

Executive Secretary